

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Office of the Fire Chief /Planning and Accreditation	To achieve and deliver the Planning and Accreditation Section’s core services and any additional requested services thoroughly, accurately, and efficiently in support of the overall planning, assessment, accreditation, and analysis needs of the department:	2A, 2B, 2C, 2D, 3A, 3B, 3C						
	<ul style="list-style-type: none">Annually, prepare the Strategic Plan for Implementation of Master Plan Priorities for the upcoming fiscal year, incorporate review comments of Division Chiefs and Fire Chief, and obtain Fire Chief’s approval.		X	X	X	X	X	X
	<ul style="list-style-type: none">Annually, coordinate and lead the review and updating of the goals and objectives of the Divisions/Sections.		X	X	X	X	X	X
	<ul style="list-style-type: none">Prepare the 2023-2029 <i>Fire, Rescue, Emergency Management and Community Risk Reduction Master Plan</i> that will replace the 2016-2022 plan. Coordinate the new plan’s review and approval process, culminating with plan adoption by the County Council in accordance with County Code, Chapter 21.						X	X
	<ul style="list-style-type: none">Oversee development and updating of MCFRS performance measures and the Fire Chief’s annual Performance and Accountability Report in accordance with CountyStat mandates. Work with CountyStat staff to prepare annual departmental performance briefing for the CAO. Assist the Fire Chief with preparations and deliverables for the annual performance review with the County Executive.		X	X	X	X	X	X
	<ul style="list-style-type: none">Prepare the Annual Compliance Report to the Center for Fire Accreditation International (CFAI). [Note: Not applicable in 2018 when MCFRS will be re-evaluated for accreditation status in accordance with the 5-year accreditation cycle.]		X		X	X	X	X

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	<ul style="list-style-type: none">Lead the department through the re-accreditation process (concluding in CY2018) involving the updating of the MCFRS Self-Assessment Manual and Community Risk Assessment - Standards of Cover documents as well as coordination of the site visit by the Peer Assessment Team.Coordinate and lead the annual departmental planning meeting. Prepare and distribute a report of the proceedings and outcomes.Complete Phase 6 (Western County) and Phase 7 (Norbeck Road Corridor) of the Station Location and Resource Allocation Study, and prepare the accompanying reports. Incorporate recommendations into the Master Plan, as needed, through amendments.Participate, along with the Facilities Maintenance Manager and a Division of Operations representative, in the County’s site evaluation process for the future Montgomery Village, Shady Grove, East County and Norbeck fire stations upon their inclusion in the CIP.Develop, with appropriate partner agencies’ representatives, a process for reserving land for needed fire-rescue facilities within new/planned communities.Review and provide MCFRS input for community master/sector plans under development or revision by M-NCPPC and the municipalities of Rockville and Gaithersburg to address the needs and best interests of MCFRS in protecting residents, businesses, and visitors in those communities.		X	X				
			X	X	X	X	X	X
					X	X		
			X	X			X	X
			X	X	X	X	X	X
			X	X	X	X	X	X

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	<ul style="list-style-type: none">Continue providing input to the Mass Transit Administration (MTA) on the planning and design of the Corridor Cities Transitway (CCT), other bus rapid transit (BRT) projects, and the Purple Line to address the needs and best interests of MCFRS in protecting future system users.Review MCDOT and SHA plans for new highways and proposed improvements to existing highways in Montgomery County, and provide input to address the needs and best interests of MCFRS in protecting motorists.Provide input to presentations or documentation required by the County Executive, CAO, County Council, County department/agency directors, and CountyStat Manager.Provide to the department all GIS-related services and products that are requested in a timely manner and of the highest quality, accuracy, and understandability.Complete a new community risk assessment for accreditation using updated methodology and GIS data/maps.Provide updated mapping software for fire station personnel to use instead of Visio 2003.Transition preplans & GIS data to Premier One CAD system.Hire staff to keep pace with planning, accreditation and GIS workload and to achieve redundancy where there is none.<ul style="list-style-type: none">- Create/fill a fulltime, Accreditation Manager position.- Fill lapsed Senior Planning Specialist position.- Create/fill an IT/GIS Specialist position (grade TBD).		X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X					
				X				
			X					
			X	X				
				X	X			

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Office of the Fire Chief /PIO and Media	Provide accurate and timely information and updates to local and national media outlets: • Respond to emergency scenes to gather and disseminate accurate and timely information regarding developing situations of interest to the community. • Coordinate MCFRS media relations, messaging, branding, digital engagement and public safety campaigns. • Serve as the official public liaison through which accurate and timely information can be obtained in compliance with the Maryland Public Information Act and HIPAA Law and other requests for information. • Manage information and digital engagement through the department’s website and social media tools.	5B, 9C	X	X	X	X	X	X
Office of the Fire Chief /Internal Affairs	Perform and improve internal and external investigations: • Conduct internal and external investigations in compliance with MCFRS policy and procedures, utilizing various investigative strategies and techniques. • Standardize and revise the investigative report format to ensure MCFRS command staff are provided relevant and concise information to assist in decision-making processes.	N/A	X	X	X	X	X	X
Office of the Fire Chief /Internal Affairs	Perform standardized, thorough background investigations for MCFRS recruit applicants, FEI applicants and civilians in compliance with County, State, and federal guidelines and laws.	7B	X	X	X	X	X	X
Office of the Fire Chief /Internal Affairs	Ensure employee security: • Maintain/enhance Employee Identification and Access System. • Maintain a secure workforce environment by issuing appropriate access and identification credentials to employees. • Ensure employees understand usage, vulnerability and cost of the identification and facility access cards.	5D	X	X	X	X	X	X

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Office of the Fire Chief /Internal Affairs	Research case management/case tracking software/databases in coordination with the EEO Officer and the Assistant Chief of Labor Relations.	N/A	X					
Office of the Fire Chief /FESC, Policy and Legislation	Make changes to databases to enhance retrieval of information concerning training records & rank of personnel on the IECS List <ul style="list-style-type: none">• Consolidate the two IECS lists for volunteer personnel (presently arranged alphabetically and by rank) to be by rank only making it easier to search for individuals who are members of multiple LFRDs.• Consolidate training records from four training databases into the individual's PSTA transcript making it easier to determine their eligibility for promotion.	7B, 8B, 9C		X				
Volunteer and Community Services /Volunteer Services	Reduce instances of failures-to-respond (FTRs) to <2% at Stations 10, 15, 17 and 40, and assist the Burtonsville, Laytonsville District, Cabin John Park, and Sandy Spring Volunteer Fire Departments in achieving fulltime combination staffing of all primary, frontline response units (i.e., engine, aerial unit, rescue squad, ambulance, medic unit/ALS chase unit) through the following objectives: <ul style="list-style-type: none">• Make changes to the personnel management plan of each of these LFRDs that will:<ul style="list-style-type: none">- Address more efficient use of existing personnel in meeting staffing needs.- Identify training needs and a training plan that will lead to the filling of all riding positions (e.g., unit officer, master firefighter, firefighter, EMS provider, etc.) nights and weekends with qualified personnel.- Address the recruiting and mentoring of additional members.	2D, 7B	X	X	X			

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	<ul style="list-style-type: none"> Develop a dashboard for use by these LFRDs to track their FTR data over regular intervals. Using the dashboard results, perform an evaluation of these LFRDs' capability to reduce their FTRs below 2%. Develop SMART goals and objectives to guide success in achieving desired staffing levels. 		X	X	X			
			X	X	X			
Volunteer and Community Services /Volunteer Services	<p>Expand resources at four LFRDs, including Damascus, Hillandale, Takoma Park and Upper Montgomery, to create enhanced staffing and resources to assure that MCFRS customers receive quick and effective services:</p> <ul style="list-style-type: none"> Place additional trained members on all units currently staffed 5 nights per week at Stations 2, 12, 13 and 14. Add additional unit staffing such as staffing a second EMS unit, second engine, or tanker as applicable. 	2D, 7B						
				X	X	X	X	
				X	X	X	X	
Volunteer and Community Services /Community Outreach	<p>Improve/enhance the Safety in Our Neighborhood (SION) program as follows:</p> <ul style="list-style-type: none"> Re-engineer the current delivery model and data collection process for the SION program. Develop an innovative, community-based strategy that connects fire stations directly with community organizations, home owner associations, civic associations and other partners and businesses in each station's first-due response area. Expand the department's successfully piloted, appointment-based Home Safety Visit Program which has been singled out as one of the most effective ways to educate and improve public safety in the County. 	5B	X					
			X	X	X	X	X	X
			X	X	X	X	X	X

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Volunteer and Community Services /Community Outreach	<p>The department will enhance Senior Safety Outreach and provide a dedicated position to coordinate and lead home safety evaluations, education and outreach programs to address the specific needs associated with the projected growth in the County's senior citizen population. The projected growth of an aging population will bring increased demand to the fire-rescue service. Risk reduction and prevention programs that target seniors will play a vital role in the health and safety of our residents. Objectives for this goal include the following:</p> <ul style="list-style-type: none"> • Identify strategies to reduce fire risk among the elderly. • Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance, including the installation of approved smoke alarms appropriate for their needs. • Increase collaboration between MCFRS, County agencies and departments and professional organizations providing services to seniors. • Initiate a public education and awareness campaign to educate and inform residents regarding the installation and upgrade of smoke alarms required by Maryland's new Smoke Alarm Law. • Initiate a door-to-door campaign offering department services to seniors, including the evaluation of existing residential smoke alarms, replacement of outdated smoke alarms and general injury prevention information. 	5B	X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X

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	<ul style="list-style-type: none"> • Offer a free residential safety evaluation for seniors. • Ensure members of the department are aware and responsive to the needs and risks faced by senior citizens. • Provide education and outreach services to the caregivers, families and business of senior citizens in the County. • Work collaboratively with local, regional and State agencies/departments and public and private organizations to educate and respond to the needs of the County's growing senior population including residents choosing to age in place. 		X	X	X	X	X	X
Volunteer and Community Services /Community Outreach	<p>Raise awareness of Maryland's new Smoke Alarm Law which becomes effective 1/1/2018.</p> <ul style="list-style-type: none"> • Create a public service announcement (PSA) to educate the community on the importance of smoke alarms, the new smoke alarm law and the need to replace all smoke alarms after 10 years. • Design and deliver a direct mailing to all single-family, townhouse, and duplex homes in Montgomery County with key information about smoke alarms and changes to Maryland's Smoke Alarm Law. • Design an on-line training quiz for fire station personnel to ensure they are knowledgeable and up-to-date on the changes to Maryland's Smoke Alarm Law. 	5B	X	X	X	X	X	X

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Volunteer and Community Services /Community Outreach	<p>Identify, apply for and manage grants for community outreach:</p> <ul style="list-style-type: none"> • Coordinate with the Division of Fiscal Management to submit grant applications. • Ensure all grant awards are in compliance with grant directives and completed on time, in accordance with procurement requirements and within allocated budget. • Manage all contracts, bids and quotes for products and services. • Manage performance reporting, expenditures, reconciliations and completion of required reports and audits. 	5B	X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
Volunteer and Community Services /Community Outreach	<p>Implement the following enhancements to the Section:</p> <ul style="list-style-type: none"> • Hire additional staff to keep pace with demands on the Community Outreach Section's workload, community requests and department-wide expectations that far exceed the current staff complement. • Expand delivery of the department's safety programs in schools, summer camps, and community-based programs. • Work with MCPS to strategically identify opportunities to provide safety education aligned with the State's Standards of Learning and to identify Title I schools and programs that provide services to the most at-risk students and families. 	5B	X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X

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Volunteer and Community Services /Community Outreach /CERT	<p>Goal: Increase CERT Program contribution to the MCFRS.</p> <p><u>Strategy #1:</u> Using trained CERT volunteers, work with DV&CS to determine areas of MCFRS need and CERT capability overlap. Areas already identified include Damage Assessment, Personnel Accountability Reporting (PAR) of evacuees, MASS CAL triage assistance and logistics support via Mobile Ambulance Bus (MAB) and Medical Support Unit (MSU) apparatus, and welfare checks and Safety in the Neighborhood (SION) programs.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Use the CERT SWOT tool developed in FY16 to analyze the ability of CERT to meet MCFRS evacuee PAR needs in a timely deployment model. • Conduct 800 MHz radio training for CERT “Go Team” members. • Using the results of the SWOT analysis, make necessary changes to CERVIS and request equipment and procedures to staff and deploy CERT for the tasks identified under Strategy #1. • Using CERVIS, build and test a “ready team” roster and communication plan. • Using the results of the SWOT analysis, refine the standard operating procedure (SOP) and minimum equipment list (MEL) for each CERT Go Team mission. • Develop education and training for command officers. 	5B 8A, 8B	X	X				
			X	X				
			X	X				
			X	X				
			X	X				
			X					

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	<p><u>Strategy #2:</u> Use trained CERT volunteers to assist MCFRS with SION program.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Identify the training needs of CERT to safely and effectively communicate SION messages. Develop and implement this training as a biannual CERT monthly training module. • Perform SION tasks such as smoke alarm checks and installations. • Meet with SION stakeholders to develop a scope-of-mission as well as training and MEL for CERT members. • Develop a memorandum of understanding (MOU) concerning the contributing role of CERT. • Using CERVIS, build and test a “SION team” roster and communication plan. <p><u>Strategy #3:</u> Use CERT members to assist MCFRS in conducting damage assessment after storms or other high impact events.</p> <p><u>Objective:</u></p> <ul style="list-style-type: none"> • Prepare CERT “Go Team” for conducting damage assessment missions. 		<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>				

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	<p><u>Strategy #4:</u> Using CERT volunteers, assist MCFRS with MAB and MSU usage at mass casualty and other high impact events.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • With CERT stakeholders, develop training for CERT to meet MCFRS MAB and MSU needs in a timely deployment model. • Make necessary changes to CERVIS, and request equipment and procedures to staff and deploy CERT for assisting MCFRS with MAB and MSU deployments. 		X					
Volunteer and Community Services /Community Outreach /CERT	<p>Goal #1: Continue the Storm Camp Program by conducting two or more Storm Camps each fiscal year.</p> <p>Strategy #1: Review data from Storm Camp events and determine the average number of attendees, hours of instruction, student feedback and overall effectiveness to the community.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Apply data and feedback from the online Storm Camp feedback survey to improve/adjust the Storm Camp Program by: <ul style="list-style-type: none"> ○ Confirming or modifying the subjects to be included. ○ Updating deliverables such as Storm Camp script, videos and Power Point presentations as well as handout materials. ○ Improving logistics by determining additional equipment and audio/visual needs, and then purchasing these items. 	5B	X					

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	<p>Goal #2: Promote “Storm Camp.”</p> <p>Strategy: Increase media awareness and partnership in promotion of the program.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Identify and develop media partnerships. • Work collaboratively with the MCFRS PIO and other stakeholders to target/develop media partnerships. <p>Goal #3: To produce a listing of community groups and citizen associations as well as business groups that will provide students as well as the ability for MCFRS CERT to improve outreach training interest in the community to prevent the 9-1-1 call.</p> <p>Strategies: Use MCFRS PIO and CERT outreach team to make initial contacts. Sign written agreement with groups and venues; enlist third parties in public relations.</p> <p><u>Objective:</u></p> <ul style="list-style-type: none"> • Use advance booking and public relations to maximize audience size and reach, so the program can be delivered efficiently and cost-effectively. 		X	X	X			

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Volunteer and Community Services /Community Outreach /CERT	<p>CERT Evaluation and Improvement:</p> <p>Goal #1: Evaluate CERT’s contribution to MCFRS, OEMHS, and County, and adjust programming and training as needed.</p> <p><u>Strategy:</u> Using best practices research and evaluation models, conduct surveys and interviews with stakeholders and others to determine areas and needs that CERT does meet, can meet, and should meet in the County. Evaluate the survey results in light of existing CERT capabilities, training, and funding. Adjust curriculum, additional training, funding, and roles, as needed, in consultation with DVS. Conduct an evaluation every 2 years.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none">• Develop a standard set of metrics for analyzing the ability of CERT to meet areas identified by stakeholders.• Develop a research team to conduct the biannual survey.	3D, 5B						
			X					
				X		X		X
Fiscal Management /Budget	<p>Maintain compliance with budget and other fiscal guidelines and regulations:</p> <ul style="list-style-type: none">• Adhere to grant requirements• Minimize budget variances	4A	X	X	X	X	X	X
Fiscal Management /Budget	<p>Ensure understanding of MCFRS fiscal data and budget:</p> <ul style="list-style-type: none">• Enhance understanding/awareness of MCFRS fiscal data• Expand external stakeholders’ knowledge of MCFRS budget	4A	X	X	X	X	X	X
Fiscal Management /EMST Billing	<p>Maintain synergy with EMS Section to ensure complete and accurate Patient Care Report (PCR):</p> <ul style="list-style-type: none">• Improve success of billing process to maximize cost recovery	4A, 5F	X	X	X	X	X	X
Fiscal Management /EMST Billing	<p>Ensure quality assurance before patient care reporting (PCR) data are provided to billing vendor:</p> <ul style="list-style-type: none">• Ensure bills are based on correct and auditable PCR	4B	X	X	X	X	X	X

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Fiscal Management /EMST Billing	Keep up-to-date with developments in ambulance billing industry and applicable regulations and legislation: <ul style="list-style-type: none"> • Ensure EMST Billing Program is compliant with relevant legislation and regulations 	4A	X	X	X	X	X	X
Fiscal Management /EMST Billing	Ensure collaboration with EMS Section in addressing impacts of emerging issues in health care delivery on ambulance transport: <ul style="list-style-type: none"> • Determine impact on cost recovery • Ensure proactive steps are taken to mitigate any adverse impact. • Make provision for additional resources if any upsurge in service demand 	4B	X	X	X	X	X	X
Fiscal Management /EMST Billing	Ensure adequate disaster recovery plan for EMST & billing data: <ul style="list-style-type: none"> • Collaborate with EMS and IT Sections, ImageTrend and billing vendor to ensure set-up and frequent update of data to server. 	4B	X	X	X	X	X	X
Fiscal Management /Procurement	Ensure that all work units in MCFRS are aware of the entire procurement process: Management of department's procurement needs: <ul style="list-style-type: none"> • Procure goods/services as efficiently as possible • Provide continuous training and advice to personnel • Minimize disputes between customers and vendors • Assist in identifying the most effective acquisition method that meets needs and is compliant with Montgomery County Procurement Regulations. • Serve as a liaison between contractor/vendor and MCFRS personnel for the delivery and acceptance of goods/services. 	4C	X	X	X	X	X	X

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Fiscal Management /Procurement	<p>Manage department's Purchase Card ("P-Card") program:</p> <ul style="list-style-type: none"> Administer the department's participation in the County-issued credit card program by interacting with Finance and providing internal agency management and oversight, including record keeping, activity reports, new issuance, spending limit changes, and cancellation. Monitor program to ensure there are no program violations by MCFRS P-Card users. 	4C	X	X	X	X	X	X
Fiscal Management /Procurement	<p>Enhance Procurement Section productivity and capabilities:</p> <ul style="list-style-type: none"> Develop redundancy of payment processing and P-Card administration, including cross-training of Procurement Section personnel to: <ul style="list-style-type: none"> Manage and provide oversight of the department's invoice processing and payment utilizing Oracle Review and provide electronic approval of all Oracle invoice payments and direct payment request 	4C	X	X	X	X	X	X
Fiscal Management /Procurement	<p>Assist Local Volunteer Fire Departments (LFRDs) to enter into existing County contracts:</p> <ul style="list-style-type: none"> Meet with the Facilities Maintenance Section Manager to discuss the most urgent goods/services provided to the LFRDS that should be under contract. Meet with the Fleet Support Section Manager to discuss the most urgent goods/services provided to the LFRDs that should be under contract. 	4C	X	X	X	X	X	X

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Fiscal Management /Procurement	Increase the department's participation in the Local Small Business Reserve Program (LSBRP): <ul style="list-style-type: none"> • Increase participation in the LSBRP program by at least 10%. • Attend outreach events to increase awareness of the program. • Encourage current local vendors to register in LSBRP program. 	4C	X	X	X	X	X	X
Operations /Communications	Improve emergency call processing and dispatch times: <ul style="list-style-type: none"> • Reduce call-taking and dispatch times for Fire - Full Assignments and Echo/ALS2 events to comply with NFPA 1221 and CFAI requirements. 	9B		X				
Operations /Communications	Improve compliance with Priority Dispatch Protocols: <ul style="list-style-type: none"> • Utilizing a standardized quality assurance process, reduce errors in call processing for Full Assignments and Echo/ALS2 events. • Achieve >90% average protocol compliance scores for call-taking on all Full Assignments and Echo/ALS2 events in compliance with Priority Dispatch EMDQ & EFDQ guidelines. 	9B	X					
Operations /Communications	Achieve successful implementation of the PSSM Program: <ul style="list-style-type: none"> • Implement each PSSM project (Computer-Aided Dispatch, Fire Station Alerting, Radio System) meeting success benchmarks defined in each program charter. 	9B		X				
Operations /Communications	Train personnel to fill uniformed operations vacancies at ECC: <ul style="list-style-type: none"> • Train at least eight uniformed personnel each year at the rank of Firefighter/Rescuer III to maintain a field reserve pool of ECC-Q personnel, to fill any ECC roster vacancies, to allow personnel to transfer out of ECC with an immediate replacement available, and to provide for promotional opportunities and succession planning. 	9B			X			
Operations /Communications	Recruit and train civilians to replace uniformed dispatchers: <ul style="list-style-type: none"> • Recruit and train each year at least nine civilians as Public Safety Communications Specialists. 	9B				X		

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Operations /Communications	Develop in-service training program for ECC personnel: <ul style="list-style-type: none"> • Provide all ECC personnel with at least 20 hours of specific, verifiable, realistic, and on-going training (SVROT) each year. 	9B	X					
Operations /Communications	Achieve successful consolidation of call-taking and dispatch functions under Montgomery County Police ECC: <ul style="list-style-type: none"> • Develop a transition plan to consolidate all fire/rescue call-taking and dispatch services under the MCP ECC. 	9B				X		
Operations /Emergency Medical Services	Improve EMS logistical functions to improve efficiency and cost effectiveness: <ul style="list-style-type: none"> • Improve warehousing of EMS equipment/supplies: <ul style="list-style-type: none"> • Establish central supply at Public Safety Logistics • Obtain automated materials management system • Hire fulltime warehouse manager • Develop non-durable supplies management: <ul style="list-style-type: none"> • Develop system to monitor shelf life • Implement program to ensure rotation • Rotate stock at stations 	5F, 6E		X				
Operations / Emergency Medical Services	Enhance EMS Capabilities: <ul style="list-style-type: none"> • Establish fulltime Medical Director • Explore options to deliver assessment and care on low-level calls (Alpha & Omega) to reduce service demand and hospital overcrowding: <ul style="list-style-type: none"> - Establish at least two transport units, each staffed with a Paramedic and Physician's Assistant (PA) or Licensed Nurse Practitioner (LPN) to respond to repeat customers. [Potential partnership with HHS.] 	5F	X	X				
Operations /Field Ops	Eliminate current staffing deficiencies by ensuring minimum standard staffing at all stations on all primary units: <ul style="list-style-type: none"> • Correct deficient availability/reliability of Fire/Rescue Service, and prevent future deficiencies in areas of projected growth. • Ensure minimum staffing on all primary units. 	5E, 5F, 5G, 5H, 5I, 5L					X	X

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Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Operations /Field Ops	Ensure 4-person staffing for all primary suppression and heavy rescue units: <ul style="list-style-type: none"> Plan/budget for, hire, and train personnel to fill current vacancies and to meet future staffing requirements. Formally acknowledge 4-person staffing as being the minimum staffing requirement for engines, aerial units and rescue squads. 	5E, 5G		X		X		
Operations /Field Ops	Meet the accreditation program response time goals as set forth in the County Council-approved Fire, Rescue, EMS and Community Risk Reduction Master Plan as well as voluntary response time standards set forth by NFPA in Standard 1710: <ul style="list-style-type: none"> Maintain or construct fire stations in locations that best serve the public. Relocate or expand existing stations, and build additional stations as needed. 	2C, 5E, 5F, 5G, 5H, 5I, 5L					X X	
Operations /Field Ops	Meet the accreditation program response time goals for ALS as set forth in the County Council-approved MCFRS Master Plan as well as voluntary response time standards set forth by NFPA in Standard 1710: <ul style="list-style-type: none"> Achieve the goal of paramedic arrival on the scene of 90% of ALS calls within 8 minutes. Staff the remaining five 3-person engines with 4-persons, including a paramedic, at Stations 10, 11, and 26 (in FY17) and 2 and 20 (in FY19). 	2C, 5F	X		X X	X X	X X	X X
Operations /Field Ops	Improve ALS response time by minimizing the percentage of BLS patient care by paramedics: <ul style="list-style-type: none"> Strategically place ALS chase cars in service with one or two paramedics per chase car. [ALS chase cars will not normally be dispatched to BLS incidents nor will they transport patients] 	2C, 5F		X	X			

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> Place 8 ALS chase cars in service in stations having the highest demand for ALS services. 			X	X			
Operations /Field Ops	Correct span-of-control deficiencies by establishing Battalion 6: <ul style="list-style-type: none"> Ensure no Battalion Chief supervises more than 7 stations. Staff a 6th Battalion Chief Office and reconfigure stations into the 6th Battalion. 	5E					X X	
Operations /Field Ops	Correct known deficiencies in statistics, data, IT support and program administration in Operations: <ul style="list-style-type: none"> Establish specialized positions to support the IT, planning, and administrative needs of the Division of Operations. Use civilian and uniformed personnel to support needs of field operations 	9C			X X			
Operations /Field Ops	Ensure adequate supervision and training of EMS responders: <ul style="list-style-type: none"> Staff an EMS Supervisor position for each battalion. 	5F, 8A, 8B						X
Operations /Special Ops	Improved Special Operations Training: <ul style="list-style-type: none"> Achieve better coordination and tracking of Special Operations Fund and staff a fulltime Captain position to serve as a Special Operations Training Officer. 	8A, 8B			X X			
Operations /Special Ops	Improved Special Operations logistics: <ul style="list-style-type: none"> Reduce duplicate equipment purchases and provide a cache of equipment to resupply Special Operations units. Fund and staff a fulltime Master Firefighter position to serve as Special Operations Logistics Officer. 	6E,	X X					
Operations /Special Ops	Improved Special Operations events: <ul style="list-style-type: none"> Provide coordinated planning for and response to special events. Fund and staff a fulltime Special Operations Events Coordinator position. 	5L, 7B	X X					
Operations /Special Ops	Improved supervision of Special Operations resources: <ul style="list-style-type: none"> Provide oversight and coordination of Special Operations resources by an on duty Battalion Chief. 	N/A		X				

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> Fund and staff a fulltime, shift work Battalion Chief's position for supervising and managing Special Operations. 			X				
Operations /Special Ops	Improved supervision of Technical Rescue and Swift Water Rescue Teams: <ul style="list-style-type: none"> Provide oversight and management to Technical Rescue and Swift Water Rescue Teams. Fund and staff a fulltime Battalion Chief's position for supervising and managing Technical Rescue and Swift Water Rescue Teams. 	5G		X				
Operations /Special Ops / Fire and Explosives Investigations	Increase number of personnel assigned in the Section to meet the daily staffing requirements: <ul style="list-style-type: none"> Develop support within the department for increased staffing. Complete staffing model and present objectives to staff. Work with Fiscal Management to include staffing request. 	5C					X	
Operations /Special Ops /Fire and Explosives Investigations	Ensure rapid and reliable response to hazardous devices and weapons-of-mass-destruction events through the Bomb Squad: <ul style="list-style-type: none"> Ensure all Bomb Squad personnel are proficient in the rapid response to events to include equipment use, PPE selection and donning, SWAT operations, and rapid assessment techniques. Ensure adherence to National Bomb Squad Guidelines requirements for training and certifications. Ensure adherence to Metropolitan Washington Council of Government adopted METROTECH guidelines for response and equipment. Utilize the Bomb Squad staffing to provide: <ul style="list-style-type: none"> Training to certified command officers Training to all department personnel via the annual recertification/training process Monthly training to all hazardous device technicians. 	5C, 5L	X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Operations /Special Ops / Fire and Explosives Investigations	Hire a civilian analyst for administrative support for FEI by maintaining case data, analyzing data to assist investigators with case closure, and functioning as the connection with community and insurance company requests: <ul style="list-style-type: none"> • Develop support within department for position creation. • Complete survey with OHR on the appropriate position description. • Work with the Division of Fiscal Management to include position request in budget. 	5C, 9C		X				
Support Services /Information Technology	Support existing automation systems: <ul style="list-style-type: none"> • Provide IT end-user training • Evaluate IT systems and equipment • Collaborate with DTS and other agencies/organizations (County, regional) • Maintain interoperability 	8B, 9C	X	X	X	X	X	X
Support Services /Information Technology	Embrace and implement new systems/equipment and upgrades: <ul style="list-style-type: none"> • Upgrade the data center to improve reliability and maintainability • Provide training for IT staff and end-users • Evaluate and document applications and systems. 	8B, 9C	X	X	X	X	X	X
Support Services /Information Technology	Support the Fire Chief's initiatives to prevent the 9-1-1 call and to meet our standards of response coverage: <ul style="list-style-type: none"> • Enhance and enable data mining and analysis capabilities • Improve automated reporting (e.g., Daily Report) 	9C	X	X	X	X	X	X
Support Services /Information Technology	Cooperate with County's security principles and strategies for next generation IT services: <ul style="list-style-type: none"> • Encourage open data, transparency through social media, mobile on-line applications, etc. through the use of secure and stable cloud technologies. 	9C	X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> Control access to MCFRS systems, services and applications by careful account management. Regularly evaluate and analyze MCFRS systems and programs to identify, report and mitigate security risks. Educate and train users to improve security and privacy. Leverage available technologies (such as AD and IBoss) offered by DTS to engineer a better secured environment for specific communities that call for a more stringent security lock-down. 							
Support Services /Property and Supply	<p>Centralize multiple functions under the Property and Supply Section to maximize efficiency and enhance customer service.</p> <ul style="list-style-type: none"> Gather key MCFRS players to decide which business units should be included in centralization plan. Conduct site visits to other large departments with centralized Logistics. Explore fiscal impact and staffing impact of centralization. <p>Explore whether personnel can order certain items themselves and have approved items shipped directly to their home.</p> <ul style="list-style-type: none"> Property & Supply Section staff will meet to determine which items could possibly be provided directly from the vendor to the employee. Vendors with websites and systems in place to allow for individual ordering and fulfillment will be evaluated. A fiscal analysis of the impact of allowing individual ordering will be conducted. 	6B, 6E		X				
				X				

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Support Services /Fleet	Manage and test the department’s tools, equipment, hose and appliances (TEHA): <ul style="list-style-type: none">• Management of TEHA:<ul style="list-style-type: none">- Maintain an inventory system using COTS.- Execute additional contracts for TEHA.• Ensure that all TEHA requiring testing (by NFPA standards) is accomplished on-time.	6E		X				
Support Services /Fleet	Implement industry best practices for parts management: <ul style="list-style-type: none">• Introduce a cyclical parts inventory. Execute contracts for parts that are most advantageous to MCFRS. <ul style="list-style-type: none">• Create a Parts Manager and a Supply Technician position.	6D			X			
Support Services /Fleet	To measure Fleet performance utilizing MCFRS requirements as well as standard fleet management measurements: <ul style="list-style-type: none">• Identify performance measurements for the fleet.• Set objectives for individual measurements and monitor their implementation.	6D	X	X	X	X	X	X
Support Services /Fleet	Identify and propose a staffing model for performing preventative maintenance and repairs that does not require the need for vendors to perform routine maintenance and repairs: <ul style="list-style-type: none">• Research fleet measurements pertaining to staffing levels.• Request funding for staffing levels, including support personnel, plus space, tools, etc. to support them.	6D	X	X	X	X	X	X
Support Services /Fleet	Continue to refine an ongoing apparatus replacement plan: <ul style="list-style-type: none">• Analyze and refine data from Apparatus Tracker and FASTER.• Review data available from other sources, i.e. peer organizations and EFO projects.	6C	X	X	X	X	X	X
Support Services /Fleet	To examine and recommend alternative service delivery models for maintenance facilities and/or enhanced road service: <ul style="list-style-type: none">• Determine alternative methods to improve upon fleet services.	6D	X					

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Support Services /Fleet	Determine and implement regular training for Fleet staff for both automotive and vocational components of fire apparatus and EMS units: <ul style="list-style-type: none"> Determine training needs Determine training sources/methods 	6D	X					
Support Services /Facilities Maintenance	Provide adequate facilities and associated equipment to effectively and efficiently deliver emergency services from all departmental sites. <u>Strategies:</u> <ul style="list-style-type: none"> Develop a comprehensive asset inventory. Adopt a viable work order system for scheduling and tracking maintenance tasks. <u>Objectives:</u> <ul style="list-style-type: none"> Continue conducting a facilities audit of each of the nearly 50 worksites to highlight problems such as deferred maintenance and end-of-life-cycle for building systems. Obtain a transferable data stream (for interpreting maintenance needs, determining priorities, and to assist with building a business case for future funding) from the evolving work order system implemented in 2015. 	6B	X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
Support Services /Facilities Maintenance	Establish and implement CIP projects on a timely basis. <u>Strategy:</u> Utilize the work order system to determine asset needs that meet the County's criteria for consideration as Capital Projects and then incorporate them into the CIP.	6B	X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<u>Objectives:</u> <ul style="list-style-type: none"> Plan for the addition of capital needs into the 6-year Capital Improvement Program (CIP) for formal recognition and funding. 		X	X	X	X	X	X
Human Resources /Health and Wellness	Support the Section's mission and responsibilities, add and restore positions within the Safety Section to: <ul style="list-style-type: none"> Assist with the day-to-day management of the Safety Section. Focus and administer a specific program as outlined. Assist with updating of MCFRS health and safety policies. Assist with creating new MCFRS health and safety policies to ensure compliance with OSHA/MOSH and NFPA Standards. 	7F			X X X X	X X X X	X X X X	X X X X
Human Resources /Health and Wellness	To support the Section's mission and responsibilities: <ul style="list-style-type: none"> Add a second 24-hour Shift Safety Captain position. Divide the MCFRS battalions equally to distribute the workload. Assign each Shift Safety Captain an area of responsibility within the Health and Safety Program to manage. Develop safety matrices to support each program area. Conduct collision and illness/injury investigations, and develop corrective actions to reduce frequency and severity. Conduct risk consultations with all stations and shifts including volunteer and civilian personnel. 	7G	X X X X X	X X X X X	X X X X X	X X X X X	X X X X X	X X X X X
Human Resources /Health and Wellness /FROMS	Improve FROMS/OHR data collection process by updating current computer system to efficiently track results of physicals and data including individualized blood testing results, cardiac risk factors, immunization schedules, appointment times for future physicals and follow-up visits: <ul style="list-style-type: none"> Use new patient data software to collect and store vital medical data for analyzing the overall health and wellness of MCFRS 	7G, 9C		X				

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<p>firefighters. Create and test electronic forms to be sent to career and volunteer operations personnel.</p> <ul style="list-style-type: none"> Evaluate data and determine trends regarding occupational diseases common to firefighters, including use of the enhanced cardiac surveillance program developed during FY16. Provide group and individual wellness and injury prevention guidance based upon data collected and analyzed from the above objectives which will encourage firefighters to maintain healthy and active lifestyles. This objective includes the development and future use of a blog to address this need. 		X	X				
Human Resources /Health and Wellness /FROMS	<p>Plan for the updating/relocation of the Fire and Rescue Occupational Medical Services (FROMS) worksite:</p> <ul style="list-style-type: none"> Coordinate with DGS/OHR concerning the location for a new FROMS worksite. Ensure the new location will meet the operational and service needs of MCFRS, including geographical location and medical suite space. 	6B, 7F, 7G				X X		
Human Resources /Training	<p>Complete training of at least one recruit class annually:</p> <ul style="list-style-type: none"> Work with OHR and OMB to ensure the ability to run at least one career recruit class annually. Annually, ensure that a recruit class is fully trained and has completed their probation. 	8A, 8B, 8C	X X	X X	X X	X X	X X	X X
Human Resources /Training	<p>Work with the State of Maryland and the Committee of Accreditation of Educational Programs for the Emergency Medical Services Professions (COAEMSP) to maintain the MCFRTA as an accredited paramedic training institution:</p> <ul style="list-style-type: none"> Attain college credits through an equivalency agreement from in-state colleges and universities for students completing the MCFRTA Paramedic program. 	8A, 8C	X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none"> Develop a partnership with the other Paramedic/Emergency Health Services programs throughout Maryland. Enhance our training program to advance the professionalism of our students, facility, faculty and program. 		X	X	X	X	X	X
Human Resources /Training	<p>Coinciding with the move to the new PSTA, purchase and implement a new records management system (RMS) for students' training files, and purchase and implement a new learning management system (LMS):</p> <ul style="list-style-type: none"> Work with DGS to identify which documents in each student training file will be transferred to the electronic system and which will be discarded. Identify all costs associated with this project and secure appropriate funding. Work with the appropriate entities to design, purchase and implement a suitable LMS replacement for the existing "Pathlore" system. The new system will allow for full integration with the appropriate information-sharing system and the OTRS system. 	8B, 8C	X					
Human Resources /Labor Relations	<p>Administer a fair and unbiased hiring process that results in high performing, diverse Firefighter/Rescuers:</p> <ul style="list-style-type: none"> Schedule entrance exams at least a year in advance Modify background disqualifying criteria to ensure no adverse impact on qualified candidates 	7B	X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation Criterion	FY17	FY18	FY19	FY20	FY21	FY22
	<ul style="list-style-type: none">• Modify CPAT to facilitate greater and consistent participation, which will result higher success rate• Ensure selection process will be a holistic approach that targets desirable qualities in Firefighter/Rescuers		X					
			X					
Human Resources /Labor Relations	<p>Implement successful, innovative diversity outreach programs that can be promoted to other departments and industry stakeholders, resulting in recognition of the MCFRS Recruiting Section as an industry leader in the effort to attract, support and retain diversity.</p> <ul style="list-style-type: none">• Attract and retain committed, driven, staff that champion diversity both personally and professionally and place them into the Recruiting Section for at least two years.• Institutionalize a yearly evaluation of MCFRS’ hiring process to ensure the process remains conducive for diverse applicants to be hired.• MCFRS leaders will engage in conversations about diversity with diverse groups, both internally and externally, to further promote the Section’s goals.• Recruiting Section personnel will be provided with a budget sufficient to implement creative, effective programs.• Jointly with the MCFRS PIO Section, actively promote the successes of MCFRS’s diversity initiatives to help in attracting minority recruits.• Promote Section’s successes, strategies, and methods at national conferences attended by fire-rescue personnel.	7B						
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X
			X	X	X	X	X	X

MCFRS DIVISIONS'/SECTIONS' GOALS AND OBJECTIVES – UPDATED JUNE 2016

Division/Section	Goal / Objective	Accreditation						
		Criterion	FY17	FY18	FY19	FY20	FY21	FY22
Human Resources /Labor Relations	Hire appropriate HR staff to fulfill present and future needs:							
	<ul style="list-style-type: none"> • For the Employee Services unit, hire the following: - Administrative Specialist II - Program Manager II - Administrative Specialist III 				X	X	X	